



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
DA SECRETARIAT FOR SENIOR ENLISTED SELECTION BOARDS
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301

REPLY TO
ATTENTION OF

AHRC-PDV-SEB

4 November 2009

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Quartermaster Center (ATTN: ATZM) 1201 22D Street, Fort Lee, VA 23801-1601

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 15 September 2009, Subject: Memorandum of Instruction for the FY10 MSG Promotion Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential (particularly leadership opportunities).

Considering today's operational environment and tempo, NCOs are performing well in the full spectrum operational Army. NCOs are meeting the demands of leadership, fitness and education. Experience and performance is the gateway to the Quartermaster's (QM) future. The Quartermaster Corps has an abundance of NCOs with combat, school house and garrison experience. The Corps seems to possess the versatility to excel in the future.

b. Utilization and assignments. The day of conventional structure is now competing with more nontraditional job positions such as MiTT, BiTT, and LTAT. Proponent SGMs need to rate these positions and update Regimental guidance as to where both conventional and nontraditional jobs fit in the professional developmental tree. Positions need to be changed as our operational environment changes. NCO's that are serving in traditional leadership positions and non-traditional positions are excelling.

c. Training and education. The indication is that the force is well educated. There were very few NCO's that had not completed ANCOC/SLC. Most MOSs seem to take advantage of the more advance schooling such as Battle Staff and Support Operations Course. This is depicted in the MOS roll-up.

AHRC-PDV-SEB

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

d. Physical Fitness. The force is fit according to NCO ratings. Very few NCO's were identified as PT failure or not meeting HT/WT standards. However, if a Soldier is identified as overweight and not meeting the standards set forth in AR 600-9, raters need to properly annotate this on the NCOER in part IV c.

e. Overall career management. Overall CMF 92 is "Army Strong". The 92 CMF possess a world of extreme competition when competing for senior leadership positions and promotion. Most records reflect a solid foundation followed by a streamline of steady professional growth. Most noteworthy is the 92 W/L/F merge at the 50 Level; properly annotate this in the job description portion of the NCOER. A noticeable number of Soldiers served 12 or more months in a combat zone and received no award. It was unsettling to panel members to note many of our Warriors were not being properly recognized for their combat service.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF.

1) 92A/Y: Both MOS were viewed as very competitive among other MOS in CMF 92. Most NCOs currently perform at or above their skill level (40/50 Level positions) and perform exceptional. Working successfully in a 50 Level position was viewed as favorable by board members. Most Soldiers completed high level civilian education but lacked in advance military education such as Battle Staff and Support Operations Phase 1 and 2. Many completed Phase 1 of the Support Operations Course but lacked Phase 2. Our Soldiers did not hesitate to acquire challenging and demanding duty assignments i.e., Platoon Sergeant, 1SG, and Operations Sergeant.

2) 92G: The 92G's lacked advance military education (SQI/ASI) such as Battle Staff and Support Operations Course but were equally competitive with most other 92 MOS in civilian education. The 92G served in a variety of positions. Most noted was the position of Enlisted Aide. The Enlisted Aide positions were viewed as career enhancing if the Soldier performed admirably and completed one tour (3 year), successfully vice a two (3 year) tour. Job positions at different levels are often hard to determine. Additionally, Food Service Operations and Food Service Manager must be identified at the Battalion Skill Level 40 or Brigade Skill Level 50 positions. Management of civilian contract employees in a combat environment was considered favorable.

3) 92L/FW: Overall very competitive field, NCOs sought out Skill Level 50 positions and performed exceptionally well. Many Soldiers had outstanding performance of duty as Petroleum Laboratory Specialist. Some were noted as serving

as First Sergeant and other important leadership positions across the Army. Continue to seek the most challenging positions in the QM career field.

4) 92M: Overall performance of MOS across the Army was positive. Most NCOs are seeking out leadership opportunities through deployments and other important missions regarding MIA and other senior level staff positions at BDE level and higher. Recommend our 92M seek additional military courses like Battle Staff and Support Operations. Continue to seek other military opportunities/duties like Drill Sergeant, Equal Opportunity Advisor, Inspector General, Recruiter and AIT Platoon Sergeant.

5) 92R: The 92R MOS was very hard to fit into the basic board standard model. This is an extremely competitive field and most NCOs have multiple ASI/SQI. At least, 80% of the field had achieved more than two years of college credit and a large percentage had completed advance military schooling such as Battle Staff and Support Operations. It was not uncommon for the NCO's in this field to have multiple tours in the same unit due to lack of assignment opportunity. The NCOs identified as high and low potential for promotion were easy to distinguish; however, the median was very difficult to determine. The overall health of the 92R field seemed to be excellent. Recommend that the 92R field become a blended MOS at the SGT/SSG level and merge with the 92A/Y's in the Advance Leaders Course. This would provide the CMF with the diversity to slate these Soldiers in senior leadership positions. These NCOs possess the skill and leadership to provide much more to the overall 92 CMF than they are structured to do at this time.

6) 92S: Most of the NCOs are serving as Shower Laundry Clothing and Repair (SLCR) Platoon and Section Sergeants. Records revealed very positive in both military and civilian education. Board recommends continuation in seeking opportunities to perform at battalion and BDE staff as Operations Sergeant.

b. Suitability of standards of grade and structure. These were acceptable in each CMF 92 MOS; however, conventional leadership positions are always viewed as favorable in the senior leadership ranks. Other non-conventional jobs that were viewed favorably were MiTT, BiTT and LTAT. Recommend that combat by design positions (example MiTT) be placed in each MOS's progression chart and given a value by the Regimental Command Team/Proponent SGM.

c. Assignment and promotion opportunity. Some MOS's in the 92 CMF are very limited in respect to senior leadership assignments. Recommend that our CMF continue to study the value of merging a portion of each MOS at the Master Sergeant level or 50 Level.

AHRC-PDV-SEB

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

d. Overall health of CMF. The overall health is very good for the 92 CMF. Both garrison and combat experience are key contributing factor in sustaining a diverse and agile force that can successfully operate in or out of MOS jobs successfully. The current environment has helped to develop not only leaders but problem solvers.

However, recommend branch management closely monitor and ensure combat experience is shared.

5. Recommendations.

a. Competence. No recommendations in this category.

b. CMF structure and career progression. Low density MOS's in the 92 CMF often times are not afforded the opportunity to serve in senior leadership positions. Recommend that the Regimental Command Team continue to research the validity of merging certain MOS's at the Master Sergeant level.

6. CMF Proponent Packets.

a. Recommended NCOER Improvements:

1) NCOER Management: The NCOER proved to be a key document to determine both performance and potential of each candidate. Tough, diverse jobs performed consistently well were key considerations. Consistent quantifiable working, supporting block check must be tied to performance.

2) DA Photo: The DA Photo is a critical part of the record, demonstrating fitness, professional uniform wear and should include one in current grade. No photo or one not in current grade distracts from the Soldiers overall record.

3) Physical Fitness: The NCO Corp continues to maintain the highest standard of physical fitness as highlighted on rater comments. There were several instances in the Soldier's records where height and weight data appeared inconsistent and without explanation. Rating officials need to be reminded of their responsibilities in this area.

4) Awards and decorations: The vast majority of NCOs had a least one MSM and many of our deployed NCOs had a BSM. Awards for service and achievement were clear indications of successful performance in both garrison or during deployment. In general, awards for service and superior performance including Drill Sergeants, Recruiting, and Regimental awards were considered favorably.

AHRC-PDV-SEB

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

5) Disciplinary: The overall NCO Corps is well disciplined and it is often reflected in the NCO manner of performance. It should be understood that any form of disciplinary action against a NCO is a fundamental discriminator. UCMJ or negative

administrative actions should be captured and documented on the NCOER. A few files showed a lack of accountability. Cases of misconduct did not reflect a "Needs Improvement" as expected during the rating period.

6) ERB vs. NCOER Management: It is both vital and critical for NCOs to update and validate ERBs. Whenever possible annotations such as "Incoming" or "Inbound" and other erroneous data should be resolved prior to the board's convene date.

b. Selection Process: Board members used absolute fairness and equal opportunity in the MSG Board selection process. The board members recognized the many well qualified NCO throughout our Army.

c. Proponent Packet: Overall Proponent Packet Quality: The Proponent Packet was exceptional and very informative, as it provided board members a better understanding of the critical roles and responsibilities of military occupational specialties (MOS) that make up this Career Management Field (CMF) 92. The panel recommends you further delineate the type of jobs that are considered at the current grade and the next higher grade by MOS such as Platoon Sergeant, Dining Facility Manager, Operations NCO (Battalion/Brigade), etc. By identifying duties at the 50 Skill Level, allows the NCO to clearly "stand out" among his NCO peers. The panel also recommends the proponent clearly distinguish to the board the difference between scope/range of responsibility of different jobs in 92 CMF.


MICHELE E. HAMMOND
Colonel, QM
Panel Chief